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***Strengthen JTB's Operational Effectiveness***  
***Final Report***  
***December 2004***

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

*This report is prepared by Matt McNulty, in collaboration with Chemonics International Inc., Prime Contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## **Executive Summary**

The October /November mission had the following four objectives: -

- (1) To work with the Jordan Tourism Board to establish and assist with their needs following the resignation of the Managing Director and Marketing Director. To develop a short term action plan for three to six months ahead.
- (2) To work with the JTB and consultant Dr. Joe Ruddy to advance the recruitment of new staff and to develop training to respond to their needs.

The appointment of Michel Nazzal as the Acting Managing Director has given an interim focus to the JTB, while interviewing and recruitment continue.

There is an urgency and pressure to deal with short-term issues. The year 2006, as far as tour operators and tour services are concerned, has only six months to run.

A short term programme was proposed and discussed with the following outcomes: -

- The business plan for the JTB is in hand and will take until January 2005.
- The marketing plan section of the business plan is the priority to be delivered during December 2004.
- Mr. Nazzal has identified the market target figures that need to be met in each market. These are to be incorporated.
- The legal contractual agreement between the JTB and market based representative companies needs to be improved and consolidated by the consultant to assist the JTB.
- The consultant was requested to draft a letter to the market based representatives to advise them of the change in progress and focus them on the immediate work for the next six months.
- It was agreed that there would be one to two day induction programme for new staff, followed later by a two week course (including familiarisation) for all staff.
- Some technical document templates related to letters of appointment and post descriptions were created to guide the JTB in the preparation of these documents.

A number of meetings were held as indicated in the report and next steps were agreed.

## **Introduction**

The October /November mission had the following four objectives: -

- i. To work with the JTB to establish and assist with their needs following the resignation of the Managing Director and Marketing Director. To develop a short term action plan for three to six months ahead.
- ii. To work with the JTB and consultant Dr. Joe Ruddy to advance the recruitment of new staff and to develop training to respond to their needs.

## **Jordan Tourism Board**

Time was allocated during the mission to work with the JTB and to establish with them the areas where assistance was most urgently needed. Mr. Michel Nazzal has been appointed to work as acting Managing Director, and has given extensively of his time to interview staff and attend to management duties. A short-term proposal was made (Annex VI), and a number of issues were agreed and dealt with.

## **JTB Business Plan**

Arrangements were made to advance this with the marketing plan taking precedence due to its urgency. Mr. Nazzal asked that the consultant should provide advice on the legal agreement appointing market-based representatives as a number of different arrangements were in place, and he would like these put on a co-ordinated basis as soon as the old agreements fall through.

The relevant contracts were provided to the consultant for study. In follow up work off site the basic agreement was upgraded and four annexes attached to allow for effective management of the contractual relations (see Annex VII). Mr. Nazzal also asked that the consultant should draft up a letter to go from him to the market based representatives informing them of the transition and setting out a programme of action by them to expand the tour operator's network for 2006.

In follow up work off site the consultant produced a draft for Mr. Nazzal's consideration (Annex VIII).

## **Targets for 2005**

Mr. Nazzal has examined the level of performance needed to meet the strategic targets for 2005. This amounts to a total of 405,000 from the strategic markets (European).

Mr. Nazzal estimates that 232,200 of these can come through “normal growth” based on extrapolations of past performance and that 173,500 will have to be levered through increased marketing efforts of the tourism industry led by the JTB. These will, as far as possible, be worked into the marketing plan as the agreed targets. The draft shows the source markets from which these might be attracted. This will be examined by the consultant, but it was pointed out and understood that the year 2005 was now essentially fixed in terms of tour operator programmes and air access, and that the main effort must now be directed to 2006, which has only over 6 months to run.

### **Induction Training for JTB Staff – Jan 2005**

It has been agreed for some time that the training should embrace both existing and new staff. This was agreed by Michel Nazzal as he agrees that the existing staff need to understand that a completely new direction, as close as possible to the private sector operation, was being proposed.

Preparations for a short induction course to introduce new recruits to the JTB was developed in conjunction with Dr. Joe Ruddy. (Annex VI).

Due to the slower than expected recruitment, the short induction training was postponed until January 2005.

### **Letter of Appointment**

The recommendation was made that each of the new staff being appointed should receive a modern businesslike letter of appointment, setting out their duties and key result areas in a clear way. A sample template was produced by the consultant (Annex IV) for further development by Dr. Joe Ruddy.

### **Job Description**

To bring clarity to the post descriptions, it was proposed that each member would have their descriptions spelled out in a constructive way, showing their contribution to the overall work of JTB and interface with the industry. The consultant drafted an initial example dealing with the research post, which is already on board. (Annex VII).

### **Meetings**

The following meetings were held during the mission: -

- Ibrahim Osta, AMIR
- Lina Omar, AMIR
- Rula Sousousa, AMIR

- Evon Warwar, AMIR
- US-AID and Conservation Group regarding NTS and Conservation of the National Heritage of Jordan.
- Fadia Hussein, Strategy Implementation Unit
- Michel Nazzal, Acting MD of the JTB
- Asmaa H. Abu Ghazaleh, Project manager, JTB
- Dr. Joe Ruddy, HR expert consultant
- Ms Samar Hammad, Craft sector

### **Next Steps**

1. Finalisation of the induction-training plan for all staff in January and arrangements for same. Preparation of the necessary material for the session. (Draft submitted).
2. Finalisation of the one day induction training. (Draft submitted).
3. Advice and draft document to Michel Nazzal on the market based representatives and the drafting of a communication to them setting out a short-term work plan. (Draft sent).
4. Development of the marketing plan document for 2005. (Work in progress).
5. Development of the Business plan for the JTB. (Work in progress).
6. Advice on the communications programme and on assistance needed to implement. (Pending).

## Annex I – Draft Proposal

### Target Monitoring by Strategy Oversight and Co-ordination Unit

Target monitoring is the major economic benchmarking of the success of the strategy. It poses difficulties in all jurisdictions because of the slowness of the Government's collection system for informational and statistics. Yet it is vital. Many factors come into play – the collection system needs to be improved, the key survey questions need to be designed so that they separate visitors from transits, particularly drivers at the land borders, the statistics and information need to be networked and aggregated with greater speed and precision and a better (more reliable) basis for accuracy in term of revenue. Many bodies can potentially contribute to this, but it needs to be planned and coordinated comprehensively.

#### What the consultant is proposing is a two-step approach:

1. There is no escape from the need to have the full economic impact statistics and numbers. These will lag by 6 to 12 months. Therefore, Point 2 kicks in.
2. There needs to be a system of measuring provisional indicators that can be compared with previous years and used as management indicators to show the health/growth of the sector.

#### The following scheme is proposed for consideration:-

#### Full Economic Impact Measurement of Target Achievement

Output Indicator	Measurement	Variance from Target	Comment
Visitor expenditure in Jordan			
Contribution of tourism expenditure to balance of payments account			
Employment created and supported by tourism			
Taxation yield to Government from tourism			
Regional development			
Length of visitor stay			
Expenditure per visitor per day			



Input Indicator	Measurement	Variance against target	Comment
Government investment in MOTA			
MOTA investment in JTB - marketing			
Coalition for marketing investment			
Independent private sector investment in marketing			
Public Sector capital investment in tourism			
Private sector capital investment in tourism			
New business start ups in tourism			

### Operational Measurement of Target Achievement

Indicator	Measurement	Comment
Visitor arrival numbers by air		
Visitor arrival numbers at land border		
Hotel occupancy rates		
Hotel rate per room		
Visitor numbers visiting heritage sites		
SME start ups in tourism sector		
Additional Air Access Capacity		
Telecoms use by out of state visitors		
Credit card expenditures charged by visitors		
Sales by selected suppliers that are used by tourists		
Visa Issue		
Enquiries serviced by the JTB and its agents		

Indicator	Measurement	Comment
Numbers of tour operators selling Jordan		
Occupancy rates on tour operator packages		

## **Annex II - Public – Private Sector Partnership**

The reality of progressing development in the modern globalised and networked economy is that the private sector is indisputably the engine of growth. Only the private sector can produce the necessary competitiveness, sustainable employment and wealth to sustain national economies and societal advancement. This has re-defined the optimum relationship that should exist between the public and private sectors for the present and future.

Partnership is core to this relationship re-balancing and change, which recognises that current and future progress is best made through first achieving and then deepening co-operation between the two sectors. The private sector evolves in the partnership to be the preferential provider of public and private goods and services in the economy, and the public sector moves towards the position of facilitator, regulator and protector of the public interest. The partnership recognises that for virtually all activity the result can be enhanced and fast tracked through partnership co-operation.

Partnership does not normally occur naturally. It has to be learned and it has to overcome traditional mistrust between the sectors. It is based on a redistribution of power and responsibility, but its objectives concentrate on achieving results and objectives, rather than the holding and exercise of power. As partnership deepens and builds trust. It creates in effect “a power pool” that is controlled and exercised by the partnership, rather than by the sectors. The advanced stage of development is referred to as “a result driven partnership” – where the public and private sectors plan, agree, work and invest together to achieve the agreed objectives of the partnership.

To achieve all efforts of scale and most objectives requires the involvement of more than a single authority or entity. Partnerships are equally valid between the private sector itself, private – private partnerships or alliances and public-public partnerships between Ministries or public agencies. The objective of successful economies is to achieve a change of culture to one in which partnership becomes a state of mind, and the method of preference in achieving co-operative action and results.

All successful economies exhibit a high use of partnership and partnership principles. The regulatory environment and business context have been fine tuned and adjusted to support partnership working. Economies in which the public sector remains dominant are invariably low growth uncompetitive economies that are not coping successfully with employment creation, or the development of their human assets or the non natural resource elements of their economies.

### **Annex III**

Dear

I have pleasure in offering you the post of \_\_\_\_\_ subject to the conditions set out in this letter.

The role of the JTB is that of the official marketing organisation for Jordanian tourism products and services. Its objective is to work in partnership with the industry to achieve the economic targets agreed for the sector in the National Tourism Strategy. The JTB is dedicated to achieving a high performance and an internationally competitive organisation in which all staff can contribute to their full potential. Consequentially a probation period of six months from the date of commencement in the post applies to all new staff and those appointed on promotion. An assessment will take place at the three month and six month period, resulting in a recommendation to the Managing Director based on performance. The position will only be confirmed following satisfactory performance in the post and as part of the JTB team.

Your appointment as \_\_\_\_\_ entails responsibility for the following areas of work:

The key result areas that your work responsibilities contribute to the JTB are in the following areas:

At the time of your annual review the Managing Director will agree annual performance measures with you, which will form priority work areas for the year.

Your responsibilities may be varied by management after consultation to meet the requirements of the post.

The working week is five and a half days with attendance from \_\_\_\_ to \_\_\_\_ Sunday to Thursday, and from \_\_\_\_ to \_\_\_\_ on Saturday. Senior staff need to be flexible to meet the requirements of the work programme.

Other working conditions will be in accordance with the regulations for staff at your level and service as approved by the board from time to time.

I welcome you to the JTB team. We have an important contribution to make to the economy of Jordan and the success of the tourism industry. I look forward to working with you towards the achievements outlined.

Yours etc

## Annex IV

## Commencement/Induction Workshop for Jordan Tourism Board

Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 1 Saturday</b>	<b>General Introduction and Setting the Scene</b>		
8.30am	Workshop Materials Pack Welcome, General Greeting and Introductions		Coffee and Pastries
9.30am	Welcome address by MD of the JTB	MD of JTB	Address
9.45am	The new JTB a new beginning Role, structure, policy and operation	Matt Mc Nulty	Presentation
10.30	Coffee Break		
11.00am	Profile of Tourism in Jordan	Matt Mc Nulty	Presentation
12.15pm	The institutional framework for tourism in Jordan	Joe Ruddy	Presentation
12.45	Lunch		
2.00pm	The organization structure and management of JTB	Matt Mc Nulty	
2.30	Communication Networks in JTB	Joe Ruddy	Group Exercise
3.30	Refreshment Break		
3.45	Contemplation Assignment – Tourists Expectations of Jordan – in the shoes of a	Joe Ruddy	Group Exercise

	tourist (all afternoon in a quiet room)		
Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 2 (Sunday)</b>	<b>Experiences of a Tourist Airport &amp; Amman</b>		
9.00am	Briefing and Objectives of Assignment		
10.00am	Begin the Tour and Meet Tour Guide  Tour Commences with visit to Queen Alia International Airport		Address by Airport Manager
11.30am	Proceed on Tour of Amman Visitor Attractions		Guide presentation
1.00pm	Lunch at Wild Jordan Cafe		
2.00pm	Continue Tour of Amman Attractions		Guide presentation
4.00pm	Hotel Check in at Amman (5 star hotel)		
5.00pm	Group Analysis of Tour Content - Discussion and Report Preparation	2 Teams compete in Report Preparation and Preparation. This runs over 4 days with final presentation	Group Work
7.30pm	Dinner and Presentation on Tourism Topic		Presentation

Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 3 (Monday)</b>	<b>Experiences of a Tourist – North Jordan</b>		
9.00am	Briefing and Objectives of Assignment as coach proceeds on Tour of North Jordan Attractions		
1.00pm	Lunch		
2.00pm	Continue Tour of North Jordan Attractions and return to Amman		Guide presentation
4.00pm	Hotel Check in at Amman (3 star hotel)		
5.00pm	Group Analysis of North Jordan Tour Content - Discussion and Report Preparation		Group Work
7.30pm	Dinner and Presentation on Tourism Topic		Presentation
<b>Day 4 (Tuesday)</b>	<b>Experiences of a Tourist – Dead Sea Region</b>		
9.00am	Briefing and Objectives of Assignment as coach proceeds on Tour of Dead Sea Attractions and hotels		
1.00pm	Lunch		
2.00pm	Continue Tour of Dead Sea Attractions		Guide presentation
4.00pm	Hotel Check in at Dead Sea		

Day / Time	Event	Presenter/Facilitator	Activity
5.00pm	Group Analysis of Dead Sea Attractions - Discussion and Report Preparation		Group Work
7.30pm	Dinner and Presentation on Tourism Topic		Presentation
<b>Day 5 (Wednesday)</b>	<b>Experiences of a Tourist – Petra and Wadi Rum Camp Site</b>		
8.00am	Briefing and Objectives of Assignment as the coach proceeds to Petra		
10.00am	Tour of Petra Region and Hotels		Guide presentation
12.00pm	Lunch at Petra (local restaurant)		
1.00pm	Continue Tour of Petra Site Attractions		Guide presentation
5.00pm	Check in at Wadi Rum Camp Site		
5.00pm	Group Analysis of tour content - Discussion and Report Preparation		Group Work
7.30pm	Dinner and Presentation on Tourism Topic		Presentation



Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 6 (Thursday)</b>	<b>Experiences of a Tourist – Aqaba</b>		
8.00am	Briefing and Objectives of Assignment as coach travels to Aqaba		
9.00am	Tour of Aqaba Attractions		Guide presentation
1.00pm	Lunch		
2.00pm	Continue Tour of Aqaba		Guide presentation
4.00pm	Hotel Check in Aqaba		
5.00pm	Group Analysis of Aqaba tour content - Discussion and Report Preparation		Group Work
7.30pm	Dinner and Final Presentation of Reports		Presentation
<b>Day 7 (Friday)</b>	<b>Free Day</b>		
08.00	Return to Amman -		
	Free Day		
<b>Day 8 (Saturday)</b>			
	Free Day		
<b>Day 9 (Sunday)</b>	<b>Setting Objectives &amp; Making Change</b>		
9.00am	The JTB team – short presentations by each member		Presentations
10.00am	The National Tourism Strategy	Matt Mc Nulty	Presentation

<b>Day / Time</b>	<b>Event</b>	<b>Presenter/Facilitator</b>	<b>Activity</b>
10.30	Coffee Break		
11.00am	Setting the preliminary objectives for the JTB		Group Exercise & Reporting
12.15pm	Report from Group Session		
12.45pm	Lunch		
2.00pm	Setting preliminary objectives on a departmental basis		Group Exercise
3.00pm	Report from Group Session		
3.30pm	Refreshment Break		
3.45pm	Creating Innovation and Making Change		Presentation & Game Exercise

Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 10 (Monday)</b>	<b>Team Work and Networks</b>		
9.00am			Presentations
10.00am	Departmental workshops – team building exercises		Presentation
10.30	Coffee Break		
11.00am	Departmental workshops – project work		Group Exercise & Reporting
12.15pm	Personal Presentation and Communication		
12.45	Lunch		
2.00pm	Tourism Marketing – how marketing functions works		Group Exercise
3.00pm	Tourist Behavior process (How tourists search & make decisions)		
3.45pm	Refreshment Break		
4.00pm	Team Building Case – ‘importance of network communication’		

Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 11 (Tuesday)</b>	<b>Industry Partners</b>		
9.00am	Meeting the industry – JHA, JITO, JRA, GTGA and others		Presentations
10.00am	Role of Destination Representatives (what supports they need in the Market)		Presentation
10.30	Coffee Break		
11.00am	Meet the industry – Azesa, Royal Jordanian, other airlines		Presentation
12.45	Lunch		
2.00pm	Goals, Objectives and Plans		Presentation
3.00	Building and Managing a Team		
3.45	Address by HE Dr Alia Bouran, Minister for Tourism and Antiquities in the presence of the Board		
4.30pm	Refreshment Break		

Day / Time	Event	Presenter/Facilitator	Activity
<b>Day 12 (Wednesday)</b>	<b>Getting Started - Goals and Targets</b>		
9.00am	Break up into departments to define departmental goals to support the overall goal		Group Exercises & Reporting
10.00am	Report back session from each department		Presentation
10.30	Coffee Break		
11.00am	Break up into departments for the setting of personal goals and work plans		Group Exercise & Reporting
12.45	Lunch		
2.00pm	Personal Development		
3.00	Human Resource Support at JTB		Presentation
3.30	Refreshment Break		
3.45	Plenary wind up session address by MD of the JTB		Presentation
<b>Day 13 (Friday)</b>			
	First Day		

## **Annex V**

### **Draft**

### **JTB – Proposed Short Term Action Plan**

#### **Background**

The JTB has reached a critical phase in its re-development. It is facing a combination of challenges arising from:

- The resignation of senior management (MD and Marketing Director).
- The induction of new skills without industry experience.
- The introduction of the new National Tourism Strategy.
- The time of year which leaves only 6 working months to secure the year **2006**.

These challenges need to be dealt with expeditiously and effectively or the grave risk is that Jordan will not experience any substantive benefits from the strategic plan or success against the targets set until 2007.

Mr. Michel Nazzal has been appointed by H.E. the Minister of Tourism and Antiquities to the position of acting Managing Director of the JTB at this critical time. The purpose of this document is to agree with the acting Managing Director an immediate short-term plan to span the period to June 2005. It spells out the proposed actions that need to be taken urgently.

#### **Immediate Actions – This Week**

1. Meeting with Michel to discuss his approach to the challenges.
2. Agreement on a firm plan for the next three months with indicators to June 2005.
3. Holding of staff meeting to allocate work plan and responsibilities.
4. Agreement on the areas and levels of external assistance needed by the JTB in the next 3/4 months.
5. Agreement on the induction of staff and structure for the JTB – any short-term variation in structure can be agreed.
6. The setting of priorities for the next 6 months.

### **Challenges to be managed**

In term of tourism promotion and marketing the year 2005 has been put to bed by tour operators, groups, MICE and other important promoteable segments of tourism. The year 2006 will also complete by June next making action extremely urgent. The most important strategic marketing challenge is that of securing additional distribution for Jordan's tourism products for 2006. This is the highest yield action from the strategy and involves three elements:

1. Working in the source markets to promote Jordan to new tour operators and to embed Jordan with existing tour operators for 2006 and beyond.
2. Upgrading the JTB web site so that it can play a productive role in product and niche marketing, and in supporting the distribution system and further developing marketing and promotional capabilities.
3. Communications and publicity plan to build Jordan's image in the market place and to support the distribution system.

In addition, the capacity and capability of the JTB needs to be strengthened as a key part of the strategy, the new coalition for marketing needs to be established, the research capability got under way and the role of the JTB board strengthened. There are also the external factors of deepening working relationships with the industry and upgrading relationships with key stakeholders.

### **Action Plan Elements**

The following elements need to be considered and agreed within clear responsibilities and time scales:

#### **Internal**

1. Agreement on immediate JTB priorities and work plan to June 2005.
2. Negotiating the budget for 2005 and when negotiated, allocating it against agreed priorities with the approval of the board.
3. Allocation of short-term work plan and responsibility to JTB staff or consultants.
4. Completion of marketing plan for 2005 for consideration and approval by the JTB board.
5. Induction and training of JTB staff – immediate short term (1 day) followed by two-week programme when staff are on board.

6. Planning of JTB Communications programme and enhancement of Communications capacity and capability.
7. Establishment of the market research section and library/data base resource.
8. Development of the web site.
9. Development of business plan for the JTB to respond to the National Tourism Strategy and set integrated priorities for 2005/6.
10. Procurement of IT Equipment and Software.
11. Development of Marketing Support Materials.
12. Establish Product Planning and Development Unit.

**External**

1. Briefing and action plan for each market based representatives in source market countries.
2. Establishment of the “Coalition for Marketing” public-private partnership.
3. Holding of the Marketing Retreat with the industry.
4. Stakeholder communications plan.



## **Annex VI**

### **Jordan Tourism Board - Research Unit**

The task is to establish a Research Unit for the first time in JTB. The central task of the unit is to create, maintain and develop a research and information data bank to support the work of the JTB and industry in marketing and investment decision making, and in reporting on the progress and growth of the tourism economy and its impacts on the economy of Jordan. The detailed tasks of the research unit are to:

1. Establish and maintain a continuous working relationship with the statistics unit at MOTA, the Statistics Department of Government and others who produce statistical information relating to Jordan, the economy and tourism.
2. Establish and maintain a continuous working relationship with all of the major industry players with access to market research and statistical information such as RJ, Major Hotel Groups, JHA, JTOA, JTGA, etc.
3. Draw up for approval where necessary MOU's or agreements governing the sharing of research information, statistics and data derived from partner sources.
4. Maintain an accurate database of statistics on visitors and tourism to Jordan. These may be drawn from a number of sources and deal with inward numbers, revenues, demographic information, country of origin, method of arrival, details of expenditures, details of product use, levels of satisfaction, internal movement and distribution etc.
5. Create and maintain an updated profile on each source market or potential source market of interest to the JTB. The base information should be added to and updated regularly.
6. Maintain contact with JTB's market based representatives and engage their co-operation in sourcing research and information about their markets.
7. Provide internal access to the data base (intranet) by JTB staff, so that they can use the information in their work and decision-making.
8. Plan and manage directly and in conjunction with others the collection of agreed research and information to support marketing decision making and knowledge of Tourism.
9. Collect and maintain local and international reports and information impacting on tourism to and in Jordan to form a library resource and data base for reference i.e. Jordan's Transport Strategy or World Tourism Organisation reports.

10. Plan, structure, produce and distribute information to the industry stakeholders using printed or electronic means to enable them to support marketing and investment decision.
11. Contribute to the formation of the annual JTB Marketing Plan, as well as individual plans for markets, campaigns or products as necessary.
12. To prepare and present the results of market research findings to the board of the JTB, industry stakeholders and others.
13. To form regional and international networks with the research units of other tourism boards for the purpose of sharing information and experience of value to Jordan.

## **Annex VII**

### **Short Introductory Workshop**

The objective of the workshop is to begin the process of induction, to ensure that all staff understand their roles in the absence of full time top management and to ensure focus on the short term JTB plan up till June 2005. The workshop would be held in situ at the JTB board room and would be conducted by Matt McNulty and Joe Ruddy.

#### **Day 1**

- 09.30 - Welcome by Michel Nazzal
- Introductions
- Distribution of information kits
  
- General introduction to the JTB
  - Attendance
  - Dress code
  - Work conditions
  - Authorities
  - Procedures
  - Dealing with members
  
- The JTB Organisation
  - Board
  - Members
  - Objectives
  - Targets
  - Structure
  - Roles
  
- The Institutional Framework for Tourism
  - MOTA
  - RJ
  - The Coalition for Marketing
  
- **11.00 - Short Break for Coffee**
  
- The National Tourism Strategy
  - Objectives
  - Targets
  - Implementation

- **12.30 - Sandwich Lunch on the Premises**
- The Short Term JTB Work Plan
  - Priorities
  - Targets
  - Roles
  - Reporting
  - Introduction to planned training course for Jan 2005 and distribution of course programme,
  - Preparations areas for training course
- Questions from Staff
  - Any other business
  - 16.00 - Conclusion

## **Day 2**

### **From 09.30 until completed**

1. Individual face-to-face consultations lasting circa 15/20 minutes with all staff to ensure they fully understand their roles, priorities and reporting.
2. Clarification of staff queries.
3. Individual work plans to meet priority requirements.
4. Guidance on issues

**Annex VIII**

**AGREEMENT  
FOR  
THE PROVISION OF REPRESENTATION SERVICES  
TO  
THE JORDAN TOURISM BOARD**

This service Agreement is made and entered into by the Jordan Tourism Board, based in Amman, Jordan (hereinafter called the JTB), and \_\_\_\_\_ (hereinafter called the Agency), which agrees to provide the services and deliver the performance measures stipulated in this agreement and its Annexes as the Jordan Tourism Board's representative agency in \_\_\_\_\_ (hereinafter called the "Designated Territory")

**1. Sole Appointment**

Subject to satisfactory performance by the Agency and to the conditions of the notice period set out in this agreement the JTB undertakes not to use another agency in the designated territory of the Agency other than any arrangement set out in Annex \_\_\_\_ for the purpose of promoting Jordan and Jordanian tourism products and services during the term of this agreement,

Similarly, the Agency will not undertake any appointment, contract or agreement to provide directly or indirectly any representation services with any other party in Jordan, or other countries in the region without the prior written approval of the JTB.

**2. Statement as to Status**

The Agency acts in all contracts as principal.

**3. Co-operation**

The JTB and the Agency will co-operate fully and will use their best efforts to succeed in promoting and marketing Jordan as a holiday destination of choice to the travel trade, transport providers and travelling public in the territory. Both parties will also avail of all relevant information to support this effort.

**4. Term of Appointment**

This agreement shall commence on \_\_\_\_/\_\_\_\_/\_\_\_\_ and shall terminate on \_\_\_\_/\_\_\_\_/\_\_\_\_. It may be continued beyond the termination date by the agreement of the parties and may be terminated at any time beyond \_\_\_\_/\_\_\_\_/\_\_\_\_ by either party, giving three months notice to do so in writing.

## **5. Agency Services**

The Agency will perform the services and undertakings as set out in the Annexes 1 to \_\_\_\_\_, which are an integral part of this agreement. In addition the following general provisions are agreed. The Agency will: -

- 5.1. Take part in the development of the overall marketing strategy and tactics for the designated territory, as detailed in the agency proposal attached and as specified in Annex \_\_\_\_.
- 5.2. Provide a pro-active sales/marketing and representation office for the Jordan Tourism Board, offering maximum value for the money through resource sharing resulting in quantifiable results, the achievement of specific targets, and a measurable return on the investment of the JTB.
- 5.3. Position Jordan as a safe, friendly and year round destination for the discerning traveller, thus increasing consumer and trade awareness of the variety and diversity offered by the destination.
- 5.4. Carry out continuous analysis of the market to determine trends and identify target audience. If the need arises for market research activities, then both parties will determine the terms of reference and the Agency will obtain three cost quotations from accredited and capable institutions. The JTB will make the necessary decision in respect of the appointment.
- 5.5. Agree with the JTB on the production and placement of any advertising and whether it will be done in-house or through an advertisement agency that is acceptable to the JTB. All fees should be clearly defined and any commission obtained throughout the process by the Agency will be immediately reported through certified documents and before any final action is taken.
- 5.6. Will carefully adhere to the annual marketing plan and budget as prepared by the JTB and comply with any specific programme agreed in the Annexes.
- 5.7. Will formulate and provide to the JTB an annual operations plan to give effect to the services and activities and deliverables agreed for the period.
- 5.8. Undertake all other activities as required by the annual marketing plan, and as detailed in the Annexes to this agreement.

## **6. Remuneration**

JTB will pay the Agency the agreed fees as stipulated in Annex I.

## **7. Valued Added Tax**

As VAT is a significant component of the fees, then both parties will determine taxable services as per the rules and regulation of the country concerned and after presenting the necessary official documents stating clearly the services that should be taxable.

## **8. Terms of Payment**

- 8.1. All accounts properly presented should be payable within 30 days of the date on which they are received provided they are accompanied by the correct authorisations, documentation and reports.
- 8.2. If some suppliers require payment in advance or at various stages of production, then such payments should be declared in advance and original invoices should be presented 30 days before the required date of payment.
- 8.3. All invoices subject to dispute, which are not paid by the due date, shall be subject to an agreed interest charge.

## **9. Evaluation and Monitoring**

The Agency is responsible to present to the JTB monthly reports evidencing the following: -

- 9.1. Details of trade activities including: - sales calls, in-house seminars, training workshops, mailings and all other trade support activities with tour operators, travel agents or airlines.
- 9.2. Details of media activities including: - Jordan tourism product exposure in various media outlets (supported by cuttings or references) calculated on an ad value equivalent by an independent third party, press conferences, media briefings, mailings and other activities.
- 9.3. Jordan's position in the market, vis a vis other competition. The Agency should report on competitor activity with copied of documentation, offers and details.
- 9.4. Market intelligence related to the performance of the market, upcoming trade or other events, or elements that may be of interest to Jordan or the JTB.
- 9.5. Details of any support provided to Jordanian trade visiting the territory or of any activity known to have taken place in the territory.

**10. Audit**

The Agency shall permit access to and provide such assistance as necessary to the JTB or its auditors to audit, inspect, correspondence, receipts and memoranda in relation to this agreement.

**11. Authority**

The written approval of the JTB must be obtained prior to any actions on programmes for both advertising and other sales, marketing and promotional activities or for expenditures not directly covered by this agreement.

**12. Annexes**

Annexes 1 to \_\_\_\_ attached to this agreement form an integral part of the agreement, as do any other documents specifically referred to as part of the agreement.

**13. Amendments**

13.1 JTB may request to change, reject, cancel or stop any and all plans; schedules or work-in progress and the Agency shall take all possible steps to comply, provided the same can be done within contractual obligations with suppliers.

13.2 If there are committed expenses that are approved by the JTB then reimbursement will be effected on submission of original third party invoices.

**14. Copyright**

The copyright for all purposes in all artwork, copy, storyboards and all other work created by the Agency for the JTB will be, and remain the sole property of the JTB and shall be returned to them on request or on termination of this agreement.

**15. Ownership and Custody of Material.**

15.1 All material prepared and charged to the JTB's account by the Agency and paid for by JTB will be the property of the JTB.

15.2 The Agency will keep in its care all promotional and advertising materials entrusted to them and shall be entitled to destroy all such material left in their custody after giving three months notice to JTB of their intention to do so.



## **16. Legal liability and other claims**

### **16.1. Indemnity**

JTB will indemnify the Agency against any loss resulting from any civil claims or proceedings brought against the Agency based upon any advertising, promotional activity and other work prepared by the Agency and approved in writing by the JTB.

### **16.2. Force Majeure**

If, due to war, strikes, industrial action, short of a strike, lockouts, accidents, fire blockade, import or export embargo, natural catastrophe or other obstacles, over which there is no control. Any party failing to comply with terms of this agreement shall not be held responsible for any loss or damage, which may be incurred as a result of such failure. Remuneration for the JTB full time agency staff will cease, however, after three months following a written notice given by the JTB to the agency informing them that a situation of Force Majeure exists.

## **17. Termination Provisions.**

### **Rights, duties and obligations during the period of notice.**

17.1. The Agency's rights, duties and responsibilities shall continue in full force during the period of notice referred to in section 4.

17.2. The Agency shall be entitled to receive the agreed level of remuneration during the period of notice and will continue to invoice all advertising materials and promotional services authorised by the JTB.

## **18. Transfer of material and rights on termination.**

Upon the termination of this agreement and payment by the JTB of all items properly chargeable, the Agency will give all reasonable co-operation in transferring, with the approval of third parties where necessary, all reservations, contracts and arrangements with media or others for space, time or materials yet to be used and all rights and claims to them, upon being duly released from the obligations in this agreement.

## **19. Confidential Information**

19.1 The Agency acknowledges a duty not to disclose, without JTB's permission during or after the term of appointment any confidential information resulting from studies or surveys commissioned and paid for by JTB.

19.2 During the continuance of this contract and thereafter, the Agency acknowledge the responsibility to treat in complete confidence all the marketing and sales information and statistics with which the JTB may provide during this contract.

## **20. Disputes**

Any disputes relating to this agreement shall be settled based on the rules and regulations of the International Chamber of Commerce.

Number of Pages in this agreement: - \_\_\_\_\_

Number of Annexes in this agreement: - \_\_\_\_\_

Documents, which are part of this agreement: - \_\_\_\_\_

Agreed and signed on this \_\_\_\_\_ day of \_\_\_\_/\_\_\_\_\_

On behalf of the  
Jordan Tourism Board

on behalf of  
\_\_\_\_\_

\_\_\_\_\_  
Name:  
Title:

\_\_\_\_\_  
Name:  
Title:

Present when this agreement was entered into and signed by the principals: -

\_\_\_\_\_  
Name  
Title

\_\_\_\_\_  
Name  
Title

\_\_\_\_\_  
Name  
Title

\_\_\_\_\_  
Name  
Title

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## **ANNEX I**

### **Remuneration and Payment for Services**

The remuneration and payment for services set out in this agreement shall be as follows: -

#### **1. Representation Retainer Fee**

The retainer fee will cover all normal representation costs. The fee includes staff, subsistence costs, overheads, administrative expenses, office back up and expenses, Internet, phone and communication expenses.

**The retainer fee shall be \_\_\_\_\_ per calendar month.**

The retainer fee will be paid monthly in arrears.

#### **Instructions**

The claim must be accompanied by the following: -

- 1.1. An original invoice of the agent signed by the agent.
- 1.2. A report on the month's activities to which the invoice refers.
- 1.3. No other costs should appear on this invoice.

#### **2. Additional Services Charges**

Claims for additional services charges must be accompanied by the following: -

- 2.1. An original consolidated invoice of the agent detailing all the services and showing the costs/charges, signed by the agent.
- 2.2. Original invoices from suppliers where the services were provided by others.
- 2.3. A copy of the authorisation from the JTB for the additional service.

#### **3. Incentive Scheme**

The JTB offers an incentive scheme as follows: -

##### **3.1. Recruitment of new tour operators**

The recruitment of each additional tour operator offering a tour programme to Jordan over the two agreed in the annual representation fee.

The tour operator must undertake a tour programme backed up by literature, web presence and marketing programme to qualify.

**Incentive will be 10% of monthly representation fee for each month the programme is offered for the first full year of operation.**

### 3.2. Media Coverage

Media coverage generated by the agent will be calculated on an ad-equivalent value. The annual certified value will qualify the agent for an incentive payment in relation to the table below. The incentive will be paid on the qualifying excess above the threshold value.

<b>Year</b>	<b>Certified Media Value in territory</b>	<b>Threshold Value</b>	<b>Qualifying excess value</b>

#### **Qualifying Excess Value**

#### **Incentive**

\_\_\_\_\_ to \_\_\_\_\_

10% of annual representation fee

\_\_\_\_\_ to \_\_\_\_\_

20% of annual representation fee

\_\_\_\_\_ to \_\_\_\_\_

30% of annual representation fee

\_\_\_\_\_ to \_\_\_\_\_

40% of annual representation fee

### 3.3. Visitor Numbers including MICE

Where visitor numbers exceed the target for the year an incentive will be paid.

For the purpose of this incentive the promotable holiday segment and MICE business only will be included.

<b>Year</b>	<b>Market Target</b>	<b>Promotable Target</b>	<b>Threshold Target</b>	<b>Qualifying excess</b>

#### **Qualifying Excess Value**

#### **Incentive**

\_\_\_\_\_ to \_\_\_\_\_

10% of annual representation fee

\_\_\_\_\_ to \_\_\_\_\_

20% of annual representation fee

\_\_\_\_\_ and above

40% of annual representation fee

### **3.4 Other Areas**

#### **Note on Implementation**

- All invoices submitted should be originals. Photocopies are not acceptable.
- All claims must be substantiated with original vouchers, press cuttings, and documents.
- Significant progress that may result in a claim later should be stated in monthly reports.
- Claims must arise within the period of the agreement or 3 months of its termination for whatever reason.

**DRAFT****ANNEX II**

**The core duties of the Agency in representing the JTB are as follows:-**

**Tour Operator Network offering Jordan products.**

1. To call on each tour operator at least twice annually in person.
2. To call (telephone) each tour operator at least monthly.
3. To offer each tour operator and relevant staff a consultation at least once a year.
4. To enquire specifically regarding purchasing visit to Jordan, any ground difficulties at least once a year. Purchase visits should be advised to the JTB in monthly reports.

**Tour Operators not offering Jordan products.**

1. To achieve two new tour operators offering Jordan as a destination each year of the agreement.
2. To establish regular communication with a wide target group of tour operators within the territory.
3. To mail the entire tour operator network twice a year with details on Jordan, including a response mechanism to signal interest.

**Tour Operators annual meetings or business seminars.**

1. To notify the JTB in advance of such occasions as part of the market intelligence requirements and monthly reports.
2. To attend such occasions where provisions permit attendance.

**Travel Shows, Consumer Holiday Shows, Travel Expeditions and similar events.**

1. To notify the JTB in advance of such occasions as part of the market intelligence requirements and monthly reports.
2. To arrange participation on behalf of Jordan where such participation is agreed by the JTB.

## **Media**

1. To provide to the JTB and maintain an up to date list of all key media including.
  - Key editorial staff of National and Regional dailies.
  - Tourism and travel correspondents of all media based in the territory.
  - Editorial, features, travel and tourism editorial staff of all lifestyle magazines based in the territory.
  - Editorial, features and tourism and travel staff of specialised product/niche publications and media of interest to product/niche marketing of tourism.
  - News, editorial, feature, tourism travel staff of TV companies.
  - News, editorial, features, tourism, travel staff of national and regional radio stations.
  - Details of any travel, tourism newsletters, web sites, e newsletters and other communications media accepting travel and tourism news for publication/transmission for free on a fee basis.
2. To maintain regular contact with the agreed top list of travel/tourism influential media and to provide them with information and news on holiday/travel opportunities in Jordan as agreed by the JTB.
3. To secure at least \_\_\_\_\_ features per year on Jordan in quality travel, tourism or lifestyle colour media.

**DRAFT****ANNEX III**

The annual representation programme for the year \_\_\_\_\_ will be planned as follows:-

Month	Main Activity
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	



## **DRAFT**

### **ANNEX IV**

**This Agreement includes the following documents: -**

1. The Agreement as set out in Section 1 to Section \_\_\_\_\_.
2. The Annexes I, II, III and IV accompanying the Agreement.
3. The following additional documents.
  - 3.1.
  - 3.2.

#### **Management of the Agreement**

The Agreement is with the JTB and the Agent to assist the management of the Agreement. Both the JTB and the Agent will nominate a staff member who will be responsible for the operational management of the Agreement and the work arising under the Agreement.

The nominated representatives are as follows: -

For the JTB: \_\_\_\_\_

For the Agent: \_\_\_\_\_

**Annex X****DRAFT**

30th November 2004.

Dear

The Jordan Tourism Board is currently going through an intense period of renewal, expansion and transition. Following the departure of Marwan Khoury, I have been appointed to act as Managing Director until a full time appointment can be made. We expect this to take place early in 2005.

The Government and Industry have agreed a new national tourism strategy for Jordan, a copy of which has been sent to you. As part of the strategy the Government are committed strengthening the JTB in terms of finance, capacity and capabilities. New senior and line management have been recruited and I will send you an organisational chart as soon as everyone is on board in January.

The Ministry, the Industry and the Board of the JTB see this as a time of opportunity to put the JTB and tourism in Jordan on a new footing. The Board is determined that the new JTB will be a very competitive organisation with a commercial private sector approach to its work.

As soon as recruitment and initial training are completed in January we will be inviting you to come to Amman for a planning session and to meet the new management for discussion on the programme for 2005/6.

This is a critical time for Jordan's tourism promotion for 2006, as tour offerings for that year will be finalised during the next six months.

Your agreement with the JTB covers up to \_\_\_\_\_. I am taking this opportunity under Section \_\_\_\_\_ to extend it until July 2005 when the new Managing Director will be in place and established.

The immediate priority of the JTB is to work with you to on an immediate programme to deal with the following: -

**1. Target for 2005**

In 2004 Jordan achieved \_\_\_\_\_ visitors from your market. To meet the national target for 2005 set out in the strategy will require this number to grow to

\_\_\_\_\_

We believe that promotion and publicity will help to achieve this number for 2005 and ask you to use your best endeavours in terms of this and any other short term measures you believe will achieve a good return.

## **2. Tour Operator Network**

Ensure that current tour operators selling Jordan's products for 2005 are happy and have the support and information they need for the coming year. It is also necessary to look ahead to establish their plans for 2006.

3. The expansion of the distribution system, through the recruitment of new tour operators is vital for 2006. We are seeking both general and niche product operators. The priority niches at present will include health and wellness, religious, heritage, nature, diving, adventure and MICE.

There is a great deal of work and re-organisation going on here at the JTB. While our address and phone numbers remain the same, the HQ building has been re-vamped and is now being re-equipped with the latest technologies and facilities.

The full new team of existing and new JTB staff will meet for an intensive training programme from 6<sup>th</sup> to 16<sup>th</sup> January.

Some of the other developments under way include the following: -

### **Web Site**

We have tendered for and accepted a contractor who will provide a new much-enhanced web site. This will be available during 2005 to back up our joint efforts and to support the tour operator network. I know this will be a significant help and it will have all state of the art systems.

### **Literature Range**

We currently have in stock the following literature.

(list)

We will be refreshing the literature range during 2005 and would welcome your views on the range and its contents.

### **The Future JTB**

The future JTB team will include both the HQ staff and our representatives in the markets. We will be organising our future services and approach, so that we work well together. We have ambitious plans and we will be discussing and planning these with you at a marketing planning conference in Amman early in 2005.

## **Conclusion**

As we are working to achieve the transformational change at HQ, I rely on you to ensure that the marketing momentum at the cutting edge is maintained.

I ask you to re-double your efforts for the next few critical months and to identify any short-term opportunities that can be exploited. Once Christmas is over the market will begin to look to the holiday possibilities for 2005. Jordan has a great deal to offer in terms of interest, specialty, weather, unique attractions and value for money, as our currency is dollar linked.

I look forward to hearing from you and indeed meeting you in the near future.

Best wishes,

Yours sincerely,

MICHEL NAZZAL  
ACTING MANAGING DIRECTOR